

# DRAFT DOCUMENT – a/o 6 Jul 06

## Defense Support of Civil Authorities (DSCA) Financial Management (FM) Process

The FM process is designed to sub-allocate and track reimbursable budget authority (RBA) provided by a Primary Federal Agency (PFA) for DOD support. The PFA request can be made under the authority of either the Economy Act or the Stafford Act. Two teams will manage this process: Financial Management Oversight (FMO) and a Financial Management Augmentation Team (FMAT). The FMO (determined by OSD) will guide the FMAT and provide senior leader updates and reports. The FMAT will sub-allocate, track and adjust RBA to tasked DOD services & agencies. It must be stressed that this is a financial process and should never impede operations or response to DSCA events. Operators must deploy/employ as expediently as mission demands, and unit financial/resource managers must be actively engaged to keep track and control funding authority.

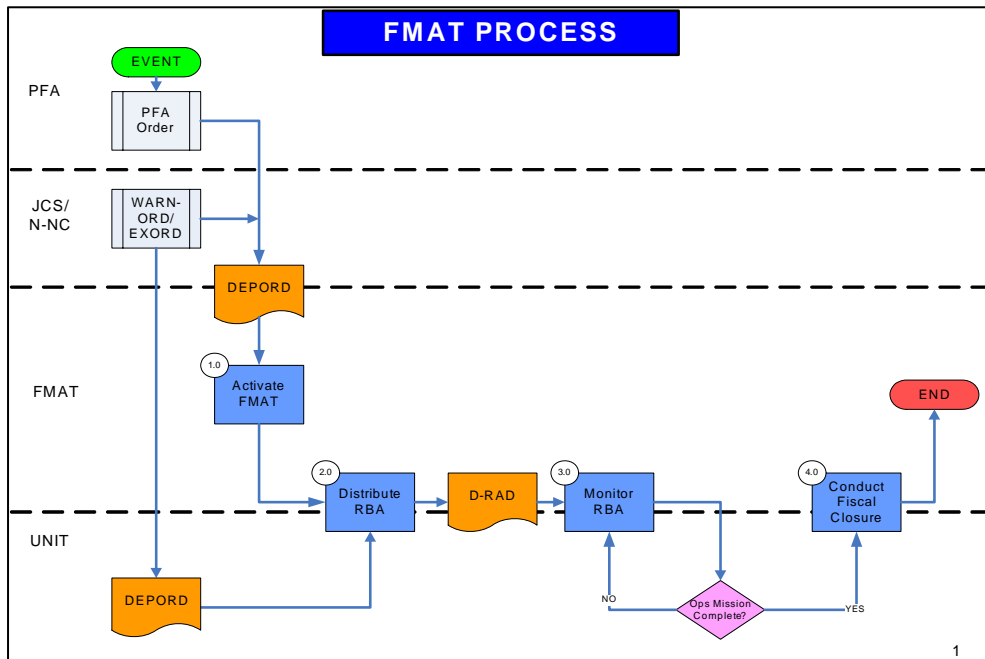


Figure 1

There are four major sub-processes in the FM process:








- **1.0 Activate FMAT**
- **2.0 Distribute RBA**
- **3.0 Monitor RBA**
- **4.0 Conduct Fiscal Closure**

# DRAFT DOCUMENT – a/o 6 Jul 06

## KEY TERMS AND EXPLANATION OF SYMBOLS

- “Swim Lanes”. Figures (charts) throughout this document have identified “swim lanes” denoting the level and/or organization responsible for a particular process or action. The swim lanes are delineated by a dashed horizontal line, and annotated on the left side of each lane.

- Colors and Symbols:

-  Light blue rectangles framed on side represent the output of pre-defined processes that occur outside the FMAT responsibility.
-  Dark blue rectangle represents FMAT-related processes/sub-processes
-  Orange symbol represents a document that results from a process/sub-process
-  Fuchsia diamond represents a decision point
-  White pentagon represents a “go to” box and links various steps in the processes. For instance if the chart contains a pentagon containing the number “2.0”, that means go to Sub-process 2.0. If it contains “2.3”, that means go to Sub-process 2.0, Step 2.3.
-  A yellow rectangle represents inputs to processes/sub-processes.
-  Represents a preparatory step in advance of a process.

Assess MA  
Balance

- The term “**Principal Federal Agent**”, or “**PFA**”, is used to represent the federal agency being supported by the DoD. For instance, in the case of a hurricane DSCA-event, the Federal Emergency Management Agency (FEMA) acts as the PFA.

- Upon request by the PFA, and approval by the Secretary of Defense, an official order is provided through the DoD chain of command to source the requirements. This official order is identified in this document as a “**PFA Order**”. Again, in the case of hurricanes and FEMA, the PFA Order comes in the form of a Mission Assignment (MA). DSCA-events with other PFAs may have a different term for their order to the DoD.

Ops Mission  
Complete?

# DRAFT DOCUMENT – a/o 6 Jul 06

## Sub-Process 1.0 – Establish FMAT

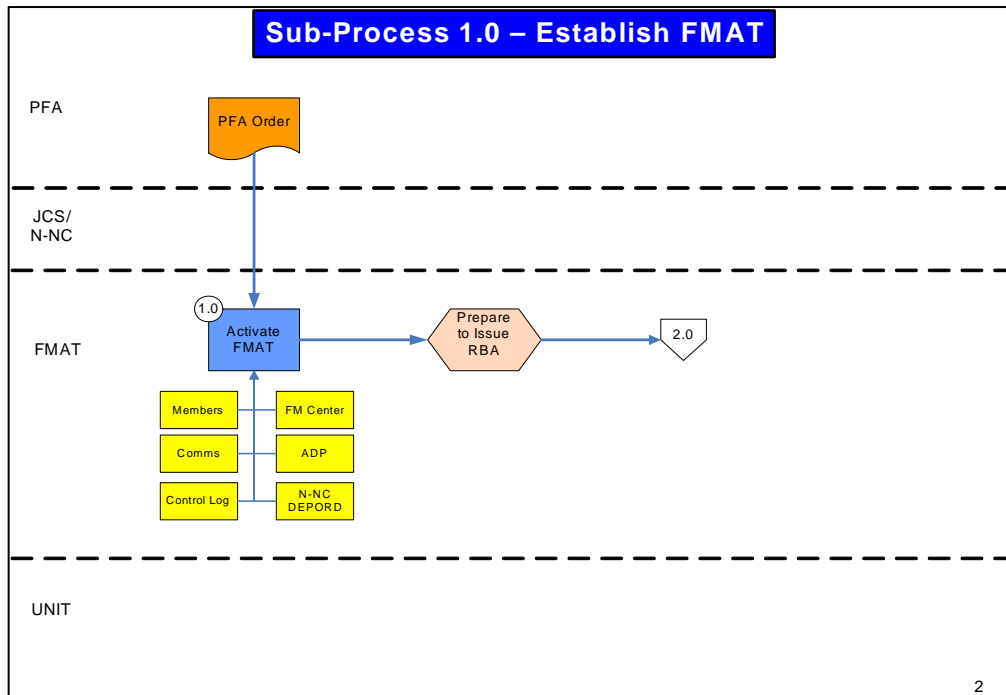


Figure 2

In order to determine if the FMAT should be activated, two elements should exist:

- PFA request/order
- EXORD/DEPORD

When the two elements are approved and issued, the size, location, and duration of the FMAT will be decided based on the event and will be determined by collaboration between the FMO and DCO. To provide a scalable FM response to the event, there are several criteria that must be evaluated. These criteria will define the make-up of the FMAT and may result in different FMAT structures depending on the nature of the event and the FM support required.

- Members: Could include Service reps, DFAS, DLA, National Geospatial Agency (NGA), TRANSCOM, NORTHCOM
- FM Center: Could be virtual or a pre-determined location based on event
- Comms: Communication needed, i.e. phone and fax numbers, e-mail addresses, etc. Established electronic network for communication.
- ADP: Required FM systems and connectivity to support event
- Control Log (Appendix A): Document control log to issue and track RBA (ie PFA Mission Assignments)
- DEPORD: May be required to deploy FMAT members to central location.

# DRAFT DOCUMENT – a/o 6 Jul 06

After the FMAT is activated, they will conduct orientation and work preparation activities which should include the following:

- Review the FMAT process to include the FMAT handbook
- Prepare/edit document templates to be used in the FM process
- Check the [NORAD USNORTHCOM Command Center \(N2C2\) portal](#) to ensure PFA and related documents are being posted.
- Test all communication tools/systems (i.e. ensure LAN account is established)

# DRAFT DOCUMENT – a/o 6 Jul 06

## Sub-Process 2.0 – Steps 2.1-2.3 - Distribute RBA

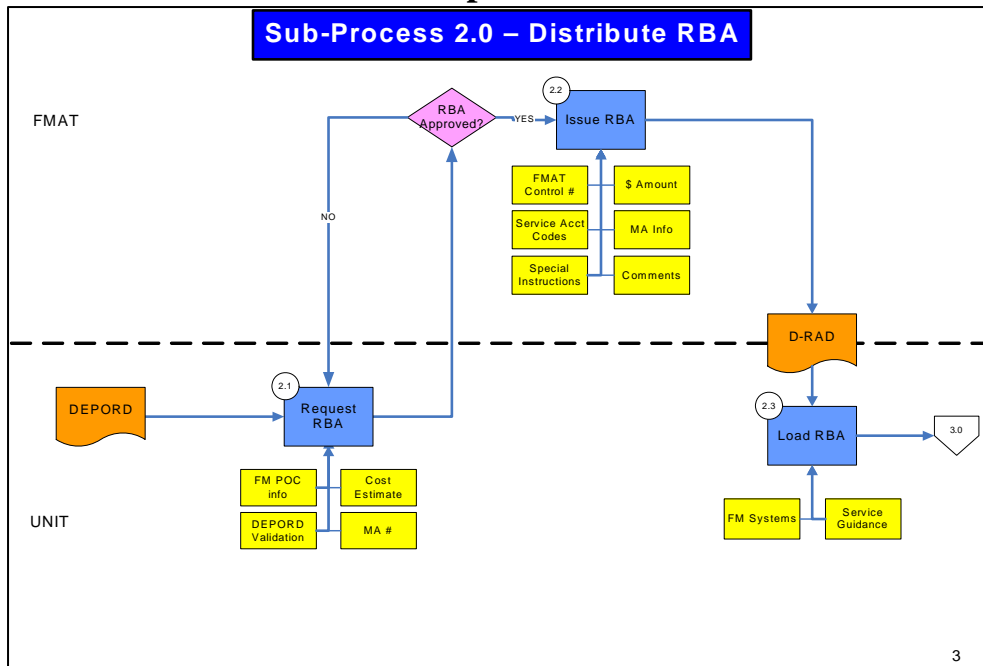


Figure 3

FM language in the USNORTHCOM EXORD directs tasked units to contact the FMAT with requests for RBA. The FMAT will issue RBA based on a validated/approved request. The unit will load the RBA authority into their service specific financial management system. The goal is to ensure that RBA is sub-allocated according to tasks assigned in a DEPORD. The purpose of the D-RAD is to convey to units their allocation of an assignment, and provides a source document to load reimbursable authority in the accounting system rather than operating on a unit's direct dollars. NOTE: The definition of a "unit" for FMAT purposes is left to the discretion of each Service or Agency. Therefore, the definition may differ from one Service/Agency to another. This definition will be known in advance to assist the FMAT in the sub-allocation process.

**Step 2.1 - Request RBA.** Once tasked, the unit should contact the FMAT IAW the NC EXORD funding guidance and provide:

- Requesting unit information (name, address, phone and fax numbers, e-mail address)
- FM POC contact information
- Date/Time/Group (DTG) of the DEPORD
- Cost estimate for tasking
- PFA order/MA number which is identified in the DEPORD as the funding authority for the tasking

FMAT receives request and documents information per Request/Update for Reimbursable Authority (Appendix I-B).

# DRAFT DOCUMENT – a/o 6 Jul 06

NOTE: There is a strong potential that multiple D-RADs will be issued against a single PFA order. Those multiple D-RADS could be distributed to different Services, Agencies, or lower-level units within a Service/Agency.

**Step 2.2 - Issue RBA.** When a request for RBA is received from a tasked unit, the FMAT will assess the data provided by the unit. If the request is valid and there is sufficient funding available on the PFA order/MA, the FMAT will approve the request and issue RBA on a DSCA Reimbursable Authority Document (D-RAD) (Appendix I-C).

- Once approved, the FMAT will
  - Log distribution of RBA into the control log
  - Complete required information on the D-RAD (by block):
    - Issued to: Unit name and address to which RBA is issued.
    - Issued by: DSCA/FMAT
    - PFA order/MA Number: Corresponding document number to which RBA is issued
    - Document Control Number: Internal FMAT document number for tracking purposes
    - Effective Date: Issue date identified on the PFA order/MA
    - Issued Date: Date RBA is issued
    - Service Code: Air Force ESP Code; Army SRC; Navy SIC
    - [Service Account Code](#): 86R (Identifies Department of Homeland Security (DHS)) (Found in AF data Dictionary STID AC-115)
    - Amounts: Previous reimbursable balance, current distribution, revised amount. NOTE: There are no direct dollars provided.
    - Remarks: PFA order/MA Description & unit specifics if available
    - Notes: FMAT information provided to unit including DFAS billing instructions.
    - FMAT Contact Information; Phone / fax numbers and e-mail addresses
  - Issue the completed D-RAD to the requesting unit.
- Upon receipt of the unit RBA request, the FMAT determines that RBA cannot be validated for any reason, the FMAT will coordinate with the unit or other organization for immediate resolution and ultimate issuance of RBA.

**Sub-Process 2.3 - Load RBA.** After the unit received the D-RAD, they will load the RBA authority into the respective service financial management system. In order to do that, the unit will require access to the service financial management system and will obtain service specific guidance on how to load RBA authority.

Additionally, the unit must consider event specific financial coding. For example, in the AF, RBA requires a sales code and a job order number (JON) be loaded to identify the RBA as associated with a particular PFA.

# DRAFT DOCUMENT – a/o 6 Jul 06

## Sub-Process 3.0 – Steps 3.1-3.3 – Monitor RBA

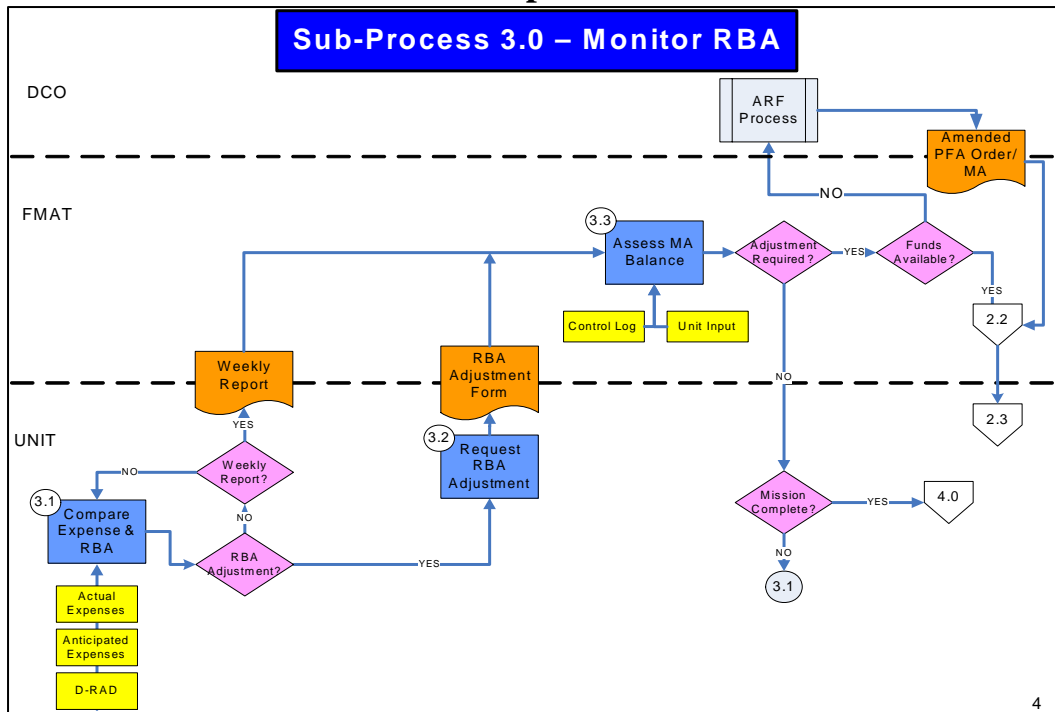


Figure 4

**Sub-process 3.0** begins after RBA has been issued to the unit and loaded into the appropriate service financial system. The goal of **Sub-process 3.0** is to monitor the RBA until the operational mission is complete and all reimbursement is received and reported. The unit will proactively and continuously review the actual expenses and remaining/anticipated expenses for each MA sub-allocation received and compare both of those to the amount issued on the D-RAD. When appropriate, the unit will either request an adjustment to the RBA or provide a weekly update of their status. The FMAT will assess the reports/requests and determine whether to adjust the RBA or seek additional funds on the PFA order. At the end of **Sub-process 3.0**, the operational mission should be complete. When complete, the unit proceeds to **Sub-process 4.0** to conduct billing and fiscal closure of the PFA order/MA. Throughout the entire process, units performing missions must be cognizant of the supporting documentation required by the PFA and ensure that documentation is collected as dollars are expended and not after-the-fact reconstructing.

NOTE: This sub-process outlines FMAT requirements for reporting. Services/Agencies may have additional reporting requirements provided under separate instructions/formats.

### Step 3.1 – Compare Expenses and RBA

In **Step 3.1**, the unit conducts on-going reviews of the actual expenses and the anticipated expenses. These two data points are compared to the RBA issued on the D-RAD. During this process, the unit must assess:

# DRAFT DOCUMENT – a/o 6 Jul 06

- Adjustment in RBA required? (e.g., Mission requirement change or revised estimate)
  - “yes”, go to **Step 3.2**.
  - “no”, go to next decision block
- Time for a weekly report to the FMAT?
  - “yes”, submit a weekly report to the FMAT using prescribed format in the Reimbursable Status Report (Appendix I-D)
  - “no”, return to **Step 3.1** and continue to compare expenses and RBA with the D-RAD until circumstances change

Note: In addition, sub-process 3.1 allows unit to process interim bills as expenses are recorded without waiting until mission complete.

## Step 3.2 – Request RBA Adjustment

- To request an adjustment (up or down) in RBA, the unit should contact the FMAT and provide the following:
  - Requested Increase or decrease amount
  - MA or PFA order number
  - Current D-RAD amount issued
  - D-RAD control number
  - Summary of current expenses against the RBA
  - Summary of anticipated expenses requiring additional RBA
  - Any amended DEPORD/EXORD if applicable
  - Advise the FMAT if there are circumstances requiring that the request be expedited
- Once appropriate information is submitted to the FMAT, the FMAT will review and validate. The unit should receive a response (and amended D-RAD as appropriate) from the FMAT within **12** hours.
- Proceed to **Step 3.3**.

## Step 3.3 – Assess MA Balance

Once the FMAT receives either an adjustment request or a weekly report, the FMAT will assess the balance of the PFA order/MA (both for sub-allocations and overall balance).

- The FMAT will compare the request/weekly report numbers to the control log by PFA order/MA.
- FMAT will assess:

# DRAFT DOCUMENT – a/o 6 Jul 06

- Adjustment to the RBA required?
  - “yes”, the FMAT will assess if sufficient funds are available on the PFA order/MA.
    - If sufficient funds are available, then the FMAT returns to **Step 2.2**.
    - If sufficient funds are not available, then the FMAT will initiate the Action Request Form (ARF) process by contacting the DCO/E. The DCO/E will implement/execute the ARF process and receive an amended PFA order/MA. The FMAT will receive the amended order and return to **Step 2.2** to issue RBA.
  - “no”, the FMAT will contact the unit to determine if the mission is complete.
    - If complete, the unit will proceed to **Sub-process 4.0**.
    - If not complete, the unit will return to **Step 3.1** and continue to monitor expenses until the mission is complete.

# DRAFT DOCUMENT – a/o 6 Jul 06

## Sub-Process 4.0 – Steps 4.1 - 4.4 – Conduct Fiscal Closure

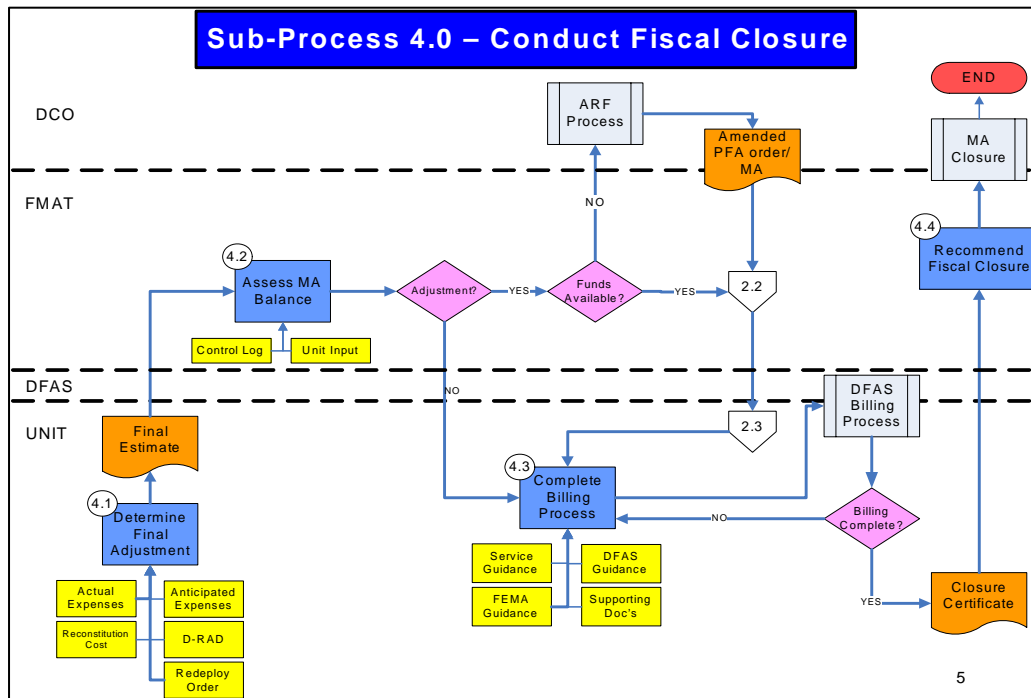


Figure 5

**Sub-process 4.0** begins when the tasked unit determines the mission directed by the PFA/MA is operationally complete (i.e., all personnel and equipment have returned home). The goal of **Sub-process 4.0** is to determine final estimates of expenses, properly complete the billing process and close all PFA orders.

**Step 4.1 - Determine Final Adjustment.** Tasked unit will provide their final reimbursable status utilizing the Reimbursable Status Report form ([Appendix I-D](#)) to the FMAT with the following information:

- Actual expenses
- Additional anticipated expenses if any
- Associated reconstitution costs
- D-RAD number
- Redeployment order number

**Step 4.2 - Assess MA balance.** FMAT will use unit's Final Estimate to determine if an RBA adjustment is needed.

- If no RBA adjustment is required, then proceed to **Step 4.3**.
- If an upward RBA adjustment is needed:
  - FMAT will consult the FMAT Control Log ([Appendix I-A](#)) to see if enough dollars exist on the PFA order.

# DRAFT DOCUMENT – a/o 6 Jul 06

- If the MA has sufficient balance, then return to **Steps 2.2 and 2.3** for issuance and loading of RBA at the unit. When complete, proceed to **Step 4.3**.
- If the MA balance is insufficient, FMAT contacts the DCO to initiate the ARF process for additional dollars.
- Upon receipt of the amended MA, return to **Steps 2.2 and 2.3** for issuance and loading of RBA at the unit. When complete, proceed to **Step 4.3**.

- If a downward RBA adjustment is needed:

- FMAT will adjust RBA accordingly, and provide an amended D-RAD to the unit (**Steps 2.2 and 2.3**) for issuance and loading of RBA at the unit. When complete, proceed to **Step 4.3**.

**Step 4.3 - Complete the billing process.** Units will use the following inputs to complete the billing process:

- Applicable guidance from their Service/Agency (Appendix II-D)
- DOD/DFAS guidance (**Appendices II-E**)
- Guidance from PFA (**Appendix II-F**)
- Supporting Documentation as required by billing instructions

After preparing bills, units will submit billing documents/supporting documents as prescribed. After DFAS processes the bill, and PFA accepts the bill, units will complete a Closure Certification form (**Appendix I-F**) and provide to FMAT.

## **Step 4.4 – Recommend Fiscal Closure.**

- FMAT will use Closure Certification forms (**Appendix I-F**) from tasked units to verify that the PFA order can be closed and make necessary annotations in control log and related files.
  - Ensure that all units who received a sub-allocation of the RBA have provided a Closure Certification prior to contacting DCO.
- Contact/coordinate with the DCO to coordinate closure of the PFA order.

# **DRAFT DOCUMENT – a/o 6 Jul 06**

## **APPENDICES**

### **Section I. FORMS (INCLUDING SAMPLES OF COMPLETED FORMS)**

- A. FMAT Control Log
- B. Request/Update for Reimbursable Authority Form
- C. DSCA Reimbursable Authority Document (D-RAD)
- D. Reimbursable Authority Status Report
- E. Action Request (FEMA Form 90-136)
- F. Reimbursable Authority Closure Certification
- G. D-RAD Transmittal

### **Section II. GUIDANCE**

- A. OSD (C) Memorandum dated 1 Jun 2006. Subject: FM Preparations for 2006 Hurricane Season
- B. OSD (C) Memorandum dated 29 Mar 06. Subject: Procedures For Billing FEMA
- C. OSD (C) Memorandum dated x Sep 2005. (TBD)
- D. Service Coding Guidance (TBD)
- E. DOD/DFAS Guidance (TBD)
- F. PFA Guidance (TBD)

### **Section III. REFERENCES**

- A. Websites (TBD)
- B. Telephone Listings (i.e., DCO/DCE; N2C2, etc.) (TBD)

### **Section IV. CHECKLISTS**

- A. Phone Script
- B. Shift Change
- C. Binder Contents (i.e., RFF, MA, etc.) (TBD)
- D. FMAT In/Out Processing (i.e., LAN account; room set up, etc.)

# **DRAFT DOCUMENT – a/o 6 Jul 06**

## **Section I. FORMS**

**DRAFT DOCUMENT – a/o 6 Jul 06**

## Appendix I-A: FMAT Control Log

[illegible]

**DRAFT DOCUMENT – a/o 6 Jul 06**

## Appendix I-B: Request/Update for Reimbursable Authority Form

[illegible]

# DRAFT DOCUMENT – a/o 6 Jul 06

## Appendix I-C: DSCA Reimbursable Authority Document (D-RAD)

DSCA Reimbursable Authority Document				Issue Date
Issued to:		Issued by: DSCA/FMAT		PFA Order/MA #:
				Doc Ctrl #: FMAT-06- - -
Start Date:	End Date:	Service Code: Navy - SIC -	ARSC/RSC: Navy - 86R	
		Previous Balance	Change this Document	Revised Amount
Reimbursable:				
<b>Remarks:</b> MA description:				
<b>Notes:</b> Based on your estimate, the FMAT is providing reimbursable budget authority for the above PFA/MA for costs incurred under provisions of the Stafford Act. There are no direct dollars provided by this document, and unit will not direct cite the FEMA fund citation on any documents. You are required to acknowledge receipt of this document with your Service FMAT representative NLT 48 hours of receipt of this document (preferably by e-mail). Notify the FMAT POCs immediately to request an adjustment to the budget authority granted if your estimate changes, and provide a validation/update of your estimate weekly.				
<b>Financial Management Augmentation Team (FMAT) POCs:</b> FM Ops Center Comm: 719-556-0880 DSN: 834-0880 Fax: 719-556-0335 Air Force: <a href="mailto:nc.af.fmat.omb@northcom.mil">nc.af.fmat.omb@northcom.mil</a> Army: <a href="mailto:nc.army.fmat.omb@northcom.mil">nc.army.fmat.omb@northcom.mil</a> Navy: <a href="mailto:nc.navy.fmat.omb@northcom.mil">nc.navy.fmat.omb@northcom.mil</a> DFAS: <a href="mailto:nc.dfas.fmat.omb@northcom.mil">nc.dfas.fmat.omb@northcom.mil</a> DLA: <a href="mailto:nc.dla.fmat.omb@northcom.mil">nc.dla.fmat.omb@northcom.mil</a> NGA: <a href="mailto:nc.nga.fmat.omb@northcom.mil">nc.nga.fmat.omb@northcom.mil</a> TRANSCOM: <a href="mailto:nc.transcom.fmat.omb@northcom.mil">nc.transcom.fmat.omb@northcom.mil</a>				
<b>For internal use only:</b>		Receipt acknowledged:		Date entered FMAT Control Log:
		Additional Amendments: _____		

# DRAFT DOCUMENT – a/o 6 Jul 06

## Appendix I-D: Reimbursable Authority Status Report

Reimbursable Authority Status Report		
<input type="checkbox"/> Adjustment	<input type="checkbox"/> Weekly Update	<input type="checkbox"/> Final Estimate
Date:		
MA or Agency Order Number:		
Prior D-RAD # and Date:		
EXORD/DEPORD Number:		
Requesting Organization:		
Requesting Financial POC:		
Financial POC e-mail:		
Telephone #		
FAX #		
Amount Previously Received:		\$15,000.00
<u>Less Committed To Date:</u>		
<i>TDYs</i>	\$4,500.00	
<i>Flying Hours</i>	\$8,000.00	
<i>Contracts</i>	\$1,000.00	
<i>Fuel</i>	\$20,000.00	
<i>Subsistence</i>	\$10,000.00	
<i>Other</i>	\$5,000.00	
<i>Total Committed</i>		<u>48,500.00</u>
Balance Remaining		<u><u>(33,500.00)</u></u>
<u>Projected Remaining Costs</u>		
<i>Reconstitution</i>	\$4,500.00	
<i>TDYs</i>	\$8,000.00	
<i>Flying Hours</i>	\$1,000.00	
<i>Contracts</i>	\$12,000.00	
<i>Item Description</i>	\$0.00	
<i>Item Description</i>	\$0.00	
<i>Item Description</i>	\$0.00	
Total Remaining		<u>25,500.00</u>
<b>Total Projected Required</b>		<u><b>74,000.00</b></u>
<b>Total Additional (Required)/Returned</b>		<u><u><b>(59,000.00)</b></u></u>
Comments:		

# DRAFT DOCUMENT – a/o 6 Jul 06

## Appendix I-E: Action Request (FEMA Form 90-136)

U.S. Department of Homeland Security Federal Emergency Management Agency		Reverse	OMB No.	
<b>ACTION REQUEST</b>				
<b>I. REQUESTING ASSISTANCE (To be completed by Requestor)</b>				
1. Requestor's Name (Please Print)		2. Title		3. Phone No
4. Requestor's Organization		5. Fax No.	6. Email address:	
<b>II. Requested Assistance (Completed by Requestor)</b>				
1. Description of Requested Assistance:				
2. Quantity	3. Priority: <input type="checkbox"/> Lifesaving <input type="checkbox"/> Life sustaining <input type="checkbox"/> Normal <input type="checkbox"/> High <input type="checkbox"/> Medium			4. Date and Time Needed
5. Delivery Site Location:			6. Site Point of Contact (POC)	
			8. Fax No.	
9. State Approving Official Signature				10. Date
<b>III. Sourcing the Request - Review/Coordination (Operations Section Only)</b>				
1 <input type="checkbox"/> OPS Review by: _____ <input type="checkbox"/> Log Review by: _____ <input type="checkbox"/> Other Coordination by: _____ <input type="checkbox"/> Other Coordination by: _____ <input type="checkbox"/> Other Coordination by: _____		2 <input type="checkbox"/> Donations <input type="checkbox"/> Other (explain) <input type="checkbox"/> Requisitions <input type="checkbox"/> Procurement <input type="checkbox"/> Interagency Agreement <input type="checkbox"/> Mission Assignment		
3. Immediate Action Required: <input type="checkbox"/> Yes <input type="checkbox"/> No		4. Date	5. Time Assigned	
6. Action Request      ESF#      Other		7. Assigned to		
<b>IV. STATEMENT OF WORK (Operations Section Only)</b>				
1. OFA Action Officer:		2. 24 Hour Phone No.		3. Fax No.
4. FEMA Project Officer:		5. 24 Hour Phone No.		6. Fax No.
7. Justification / Statement of Work:				
8. Estimated Completion Date:		9. Cost Estimate:		
<input type="checkbox"/> Accepted <input type="checkbox"/> Rejected <input type="checkbox"/> Accountable Property Coordinated with APO				
Disposition:				
<b>V. TRACKING INFORMATION (FEMA USE ONLY)</b>				
ECAPS/NEMIS Task ID:	Action Request No.	Program Code/Event #:	<input type="checkbox"/> Originated as verbal	
Received by (Name and Organization):	State:	Date/Time Submitted:		

FEMA Form 90-136, NOV 04 (This particular form has been updated for compatibility with DART)

# DRAFT DOCUMENT – a/o 6 Jul 06

## Appendix I-F: Reimbursable Authority Closure Certification

REIMBURSABLE AUTHORITY CLOSURE CERTIFICATION (COMPLETED BY UNIT)	
<b>PART I: IDENTIFYING INFORMATION</b>	
Date:	
Reporting Financial Organization:	
MA or Agency Order Number:	
Total Reimbursable Authority Provided: \$ _____	
D-RAD Numbers:	
<b>PART II: FINANCIAL REPORT</b>	
Total Obligations: \$ _____	
Total Disbursements: \$ _____	
Total Billed to Agency: \$ _____	
Total Collected from Agency: \$ _____	
<u>Closure Certification</u>	
The above identified obligations and disbursements reflect all known and expected transactions applicable to the D-RAD reimbursable authority referred above. There are no outstanding commitments or billings related to this reimbursable authority. I understand that no additional reimbursable authority will be provided.	
Certifying Financial POC (Printed Name and Signature):	
E-mail address:	
Phone (DSN): Comm:	Fax (DSN): Comm:
Comments/Update:	
FMAT Action	
Date Received:	
Date forwarded to DCO:	

# DRAFT DOCUMENT – a/o 6 Jul 06

## Appendix I-G: D-RAD Transmittal

### D-RAD TRANSMITTAL

**Event Name:**

**D-RAD Number:**

**Amount:**

**PFA Order/MA Number:**

**Requirements:**

1. Review D-RAD for accuracy
2. Acknowledge receipt back to the FMAT via voting button on the email
3. Ensure RBA is loaded into your service FM system according to service guidelines
4. Monitor actual expenses against the RBA. DO NOT EXCEED RBA AMOUNT.
5. Contact FMAT when one of the following conditions applies:
  - a. Requirements changed and resulted in an adjustment to RBA (increase or decrease)
  - b. Weekly report is due
6. After expensed, ensure the PFA is billed according to service and PFA requirements
7. Contact Service FM or PFA with questions regarding billing requirements
8. Contact DFAS with questions if there is a problem with the billing submission
9. Ensure fiscal closure is completed with the FMAT. PFAs must be completely billed and/or accounted for.

**Comments:**

No direct dollars are being issued. Do not use a direct fund cite or a PFA fund cite on any funding documents. You must use a reimbursable fund cite on all funding documents and capture all incremental costs associated with the PFA request and the subsequent DEPORD ordering your action. You are responsible for fiscal closure of the D-RAD in accordance with the FMAT Handbook.

**Direct FMAT and RBA questions to:**

For ARMY: [nc.army.fmat.omb@northcom.mil](mailto:nc.army.fmat.omb@northcom.mil)

For Navy: [nc.navy.fmat.omb@northcom.mil](mailto:nc.navy.fmat.omb@northcom.mil)

For Air Force: [nc.af.fmat.omb@northcom.mil](mailto:nc.af.fmat.omb@northcom.mil)

For USTRANSCOM: [nc.transcom.fmat.omb@northcom.mil](mailto:nc.transcom.fmat.omb@northcom.mil)

For DLA: [nc.dla.fmat.omb@northcom.mil](mailto:nc.dla.fmat.omb@northcom.mil)

For DFAS: [nc.dfas.fmat.omb@northcom.mil](mailto:nc.dfas.fmat.omb@northcom.mil)

For NSA: [nc.nga.fmat.omb@northcom.mil](mailto:nc.nga.fmat.omb@northcom.mil)

# **DRAFT DOCUMENT – a/o 6 Jul 06**

## **Section II. GUIDANCE**

# DRAFT DOCUMENT – a/o 6 Jul 06

## Appendix II-A: FMAT Establishment Memo



COMPTROLLER

UNDER SECRETARY OF DEFENSE  
1100 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1100



DFAS

JUN 01 2006

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (FINANCIAL  
MANAGEMENT AND COMPTROLLER)  
ASSISTANT SECRETARY OF THE NAVY (FINANCIAL  
MANAGEMENT AND COMPTROLLER)  
ASSISTANT SECRETARY OF THE AIR FORCE  
(FINANCIAL MANAGEMENT AND COMPTROLLER)  
DIRECTOR, FORCE STRUCTURE, RESOURCES AND  
ASSESSMENT, JOINT CHIEFS OF STAFF  
COMPTROLLER, U.S. SPECIAL OPERATIONS COMMAND  
COMPTROLLER, U.S. TRANSPORTATION COMMAND  
COMPTROLLER, U.S. NORTHERN COMMAND  
DIRECTORS OF THE DEFENSE AGENCIES

SUBJECT: Financial Management Preparation for the 2006 Hurricane Season

The U.S. Northern Command (USNORTHCOM) has developed financial management processes and controls for reimbursable operations executed under its Defense Support for Civil Authorities (DSCA) mission, from the lessons learned during and after Hurricanes Katrina and Rita. To assist the USNORTHCOM in testing and validating these procedures, I am directing the establishment of a Financial Management Augmentation Team (FMAT), consisting of members from each Component that provided hurricane relief support. The FMAT team members will train and exercise with USNORTHCOM over the next year and, if activated, be ready to deploy to execute DSCA financial management procedures. The FMAT members will also serve as the bridge back to the Services/Agencies to help integrate the DSCA financial procedures successfully into the Components' internal procedures.

The FMAT will be comprised of three members from each of the Military Services, the U.S. Transportation Command, the Defense Finance and Accounting Service, and the Defense Logistics Agency and one member from each of the National Geospatial and Intelligence Agency, the Defense Information Systems Agency, and the Defense Health Program. Any Defense Agency that anticipates future tasking to support disaster relief operations is strongly encouraged to provide a member. Members selection should be based on the knowledge and experience requirements, as outlined in the attached document. Components are to provide the names and contact information of their members by June 9, 2006, to USNORTHCOM/J83 (Attention: Lt Col Andrew Smith, (719) 554-7419; email [andrew.smith@northcom.mil](mailto:andrew.smith@northcom.mil)).

# DRAFT DOCUMENT – a/o 6 Jul 06

Each Component should also develop and communicate to their financial personnel the coding criteria and the list of established codes/data elements established, prior to the upcoming hurricane season, which will be used to track, manage, and report the reimbursable and direct costs for anticipated disaster relief operations. A description of the coding methodology, along with the status of your organization's preparedness to comply, should be provided to the Deputy Chief Financial Officer by June 30, 2006.

My staff point of contact is Ms. Joy Marcou. She can be reached by telephone at (703) 697-3135 or by email at joy.marcou@osd.mil.



Tina W. Jonas

Attachment:  
As stated

# DRAFT DOCUMENT – a/o 6 Jul 06

## FINANCIAL MANAGEMENT AUGMENTATION TEAM (FMAT) REQUIREMENTS

Purpose: The FMAT is designed to support the U.S. Northern Command during training and exercises and, when activated, during domestic disaster relief operations. Once deployed, the team will execute the financial management and control procedures for reimbursable orders accepted by the Department of Defense under the Stafford Act or Economy Act for support to civil authorities.

Tour of duty: Minimum 1 year assignment. Dedicated, permanent support for all Defense Support to Civil Authorities (DSCA) training, exercises, and missions. Must be able to deploy within CONUS on short notice during yearly assignment. Generally will not be deployed to disaster locations, but may be required to perform in austere conditions.

Experience/knowledge requirements: Broad financial management experience of 10-12 years desirable. Experience in budget/resource management is preferred; or experience in accounting operations with knowledge of one or more Service/Agency accounting processes and procedures. Proven performer with ability to work almost autonomously from Service/Agency close guidance, but as a member of a Joint team. Must possess strong communication (oral and written), financial management, and analytical skills.

### General:

- Knowledge of fiscal law (Contingency operations, Stafford and Economy Acts emphasized).
- Knowledge in guidance, processes and procedures for budget execution.
- Knowledge of their respective Service/Agency accounting structures and procedures.
- Knowledge of their respective Service/Agency financial management and accounting systems.

### Specialized:

- Knowledge/experience on guidance, processes and procedures for reimbursable operations.
  - Use and issuance of reimbursable budget authority
  - Determination of allowable costs and cost calculations under Stafford and Economy Acts
  - Recording and tracking reimbursable orders, obligations, and expenditures/disbursements, as well as invoicing and collecting from customer
  - Accounts receivable status
  - Billing and collecting procedures
- Knowledge of coding structure used to record and report unique events (contingency operations, emergency operations, special events, etc).
- Knowledge of financial management guidance and requirements related to DSCA operations.

Attachment

# DRAFT DOCUMENT – a/o 6 Jul 06

## Appendix II-B: Billing Memo



COMPTROLLER

OFFICE OF THE UNDER SECRETARY OF DEFENSE  
1100 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1100

MAR 29 2006

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (FINANCIAL  
MANAGEMENT AND COMPTROLLER)  
ASSISTANT SECRETARY OF THE NAVY (FINANCIAL  
MANAGEMENT AND COMPTROLLER)  
ASSISTANT SECRETARY OF THE AIR FORCE  
(FINANCIAL MANAGEMENT AND COMPTROLLER)  
COMPTROLLERS OF THE COMBATANT COMMANDS  
COMPTROLLERS OF DEFENSE AGENCIES

SUBJECT: Procedures for Billing the Federal Emergency Management Agency (FEMA)

In the attached memorandum dated November 23, 2005, subject: "Documentation Requirement for Reimbursable Bills Related to Hurricanes Katrina and Rita Relief Efforts," the Components were informed of their responsibility to ensure that adequate supporting documentation for reimbursable bills was submitted to FEMA in a timely manner. Although the majority of our invoices and documents have been accepted, FEMA is in the process of rejecting \$48 million in charges due to inadequate or missing supporting documentation. We must make certain the Department has a process in place that ensures all charges submitted to FEMA are timely, accurate, and supportable.

To ensure consistency, the Defense Finance and Accounting Service (DFAS) will assume the lead role in managing the billing and collecting process for FEMA reimbursable bills. The DFAS will also establish a working group to review current practices within the Department, resolve existing documentation issues, and recommend data submission standards to FEMA. Each Component that participated in hurricane relief efforts is requested to appoint a member to the working group.

Please provide the name of your designee to the DFAS point of contact, Ms. Jo Simpson, by April 5, 2006. Ms. Simpson can be reached at (317) 510-5625 or by email at jo.simpson@dfas.mil. The initial meeting will be held in April. Further details on this meeting will be provided by DFAS to your designee.

  
Teresa McKay  
Deputy Chief Financial Officer

Attachment:  
As stated

cc:  
Director, DFAS

# **DRAFT DOCUMENT – a/o 6 Jul 06**

**Appendix II-C: (TBD)**

# **DRAFT DOCUMENT – a/o 6 Jul 06**

## **Appendix II-D: Service/Agency Coding Guidance**

**TBD**

# **DRAFT DOCUMENT – a/o 6 Jul 06**

## **Appendix II-E: DOD/DFAS Guidance**

**TBD**

# **DRAFT DOCUMENT – a/o 6 Jul 06**

## **Appendix II-F: PFA Guidance**

**TBD**

# **DRAFT DOCUMENT – a/o 6 Jul 06**

## **Section III. REFERENCES**

# **DRAFT DOCUMENT – a/o 6 Jul 06**

## **Appendix III-A: Websites**

# **DRAFT DOCUMENT – a/o 6 Jul 06**

## **Appendix III-B: Telephone Listings**

(See NORAD-USNORTHCOM FMAT Website for latest information)

<https://www.noradnorthcom.mil/j8/j83/dsca-fm/FMAT/>

# **DRAFT DOCUMENT – a/o 6 Jul 06**

## **Section IV. CHECKLISTS/TOOLS**

# DRAFT DOCUMENT – a/o 6 Jul 06

## Appendix IV-A: FMAT Phone Script

1. "FMAT(Rank/Title, Name), May I help you?"	
2. "What organization are you with? What is the name of the deploying unit?"	
3. "Who is/are you the servicing financial management organization for the deployed unit?" (Request name, rank, and contact information—e-mail address, fax and phone number?)	
4. "What funding amount are you requesting?"	
5. "What is the specific mission you will be performing?"	
6. "What is the mission assignment number/FA order (referenced on the deployment order) you will be working under?"	
7. "What is the number and date/time group of your deployment order?"	
8. "What is the anticipated period of performance?"	
<p><b>(Once you gain all of the above listed information.)</b></p> <p>If you do not:</p> <p>(1) have the RBA Control Log readily available and  (2) are not absolutely sure of the remaining funding available on a specific MA/PFA order;</p> <p>Then,</p> <p>(1) advise the caller that you will call them back with the RBA information; and,  (2) e-mail or fax them a copy of the DSCA RBA Document (DRAD).</p> <p>(This provides you with sufficient time to research the necessary information, verify the validity of the deployment order, and make the appropriate annotations to the RBA control log BEFORE issuing the RBA (critical when different phone calls for RBA for the same MA/PFA order may be coming into the FMAT).</p>	

# DRAFT DOCUMENT – a/o 6 Jul 06

## Appendix IV-B: FMAT Shift Change Guide

Prior to shift change, the outgoing and incoming crews will conduct a mandatory shift change meeting and discuss the following items:	Initials of Oncoming Shift Lead
1. FMAT Events Log (where activities by the respective shifts are annotated).	
2. Status of MAs/PFA Orders: <ul style="list-style-type: none"> <li>a. New</li> <li>b. Amended</li> </ul>	
3. RBA transactions: requested, issued or adjusted during the previous shift.	
4. Pending RBA actions (ex. RBA requests that have not been completed due to lack of information, etc. and are awaiting a call back.)	
5. Summary of applicable information from meetings (CSAM, etc.)	
6. New contact information—amended phone numbers, fax numbers, etc. applicable to FMAT operations.	
7. New RFFs: (Gives heads up on potential DEPORDs to be issued).	
8. New DEPORDs (Gives heads up on potential requests for RBA).	
9. Other (ex. Open items from previous shift)	

# **DRAFT DOCUMENT – a/o 6 Jul 06**

## **Appendix IV-C: Binder Contents**

**TBD**

# DRAFT DOCUMENT – a/o 6 Jul 06

## Appendix IV-D: FMAT In/Out Processing Checklists

### FMAT IN-PROCESSING CHECKLIST

(a/o June 2006)

Rank & Name (Last, First, MI) / Service \_\_\_\_\_

DATE ARRIVED STATION: \_\_\_\_\_

SUSPENSE DATE: \_\_\_\_\_

#### 1. FMAT SUPPORT STAFF

(N-NC J83, Bldg 2, Rm 1067, 554-9205)

- a. Copy of Orders
- b. Personal Information & Emergency Notification Worksheet
- c. Name, rank, phone # of your home station Supervisor: \_\_\_\_\_

- d. Local contact information (hotel, BOQ) \_\_\_\_\_

#### 2. N-NC J8 SECURITY MANAGER

(Security Manager, Bldg 2, Rm 1067, 554-7661)

- a. Security Clearance level: \_\_\_\_\_
- b. Date of security clearance: \_\_\_\_\_
- c. Interim security clearance required? \_\_\_\_\_
- d. Security Indoctrination Training (if required)
  - (1) Classified work environment policies
  - (2) OPSEC Brief
  - (3) COMSEC Brief
  - (4) STU-III Training
- e. AF Form 2586, Entry Authorization Certificate – *Required to get your line badge*

#### 3. UNCLASSIFIED E-MAIL ACCOUNT

#### 4. BASE VEHICLE REGISTRATION (if needed) and LINE BADGE

(Visitor's Center, Main Gate)

- a. Driver's License
- b. Proof of Insurance
- c. Proof of Current Registration
- d. Government ID
- e. AF Form 2586, Entry Authorization Certificate

#### 5. FMAT Team Lead

- a. Newcomer Introduction
- b. Newcomer packet (maps, phone #s, etc.)
- c. Continuity Folder